



**2020 -  
2025**

**NEXT  
UP**

**STRATEGIC  
FRAMEWORK**

# DEAR FRIENDS,

For nearly 18 years we've aimed to be Oregon's next generation, doing democracy right. This work is rooted in our belief that when young people boldly lead, our democracy evolves to be more inclusive and accessible, and our communities become stronger, more resilient and thriving. America was founded on colonialism, capitalism, and white supremacy, and Next Up seeks to actively dismantle these systems of oppression through our mission, vision, and values.

While Next Up has always centered youth voices and championed the leadership of young people, we also acknowledge that we have been complicit in upholding systemic racism and other forms of oppression. Our organization has primarily benefited white voters, emerging political leaders who are white, and public policies supported by white people, which has harmed communities of color. Additionally, our internal culture has been characterized by many patterns of white supremacy culture.

Over the course of the last year, our staff, Boards of Directors, and key volunteers have engaged in deep and reflective conversations around equity realignment and dismantling white supremacy culture in our organization. Next Up is working diligently to advance equity in and through our organization. We are committed to the challenging and imperfect process of continuous learning (and unlearning) that will be necessary to realize our vision of a more equitable Oregon, and the strategic framework you are reading right now is reflective of this process.

This 2020-2025 Strategic Framework is one way we are setting the tone now and into the future, as a way to guard against the disruption of staff and leadership transitions, shifting priorities, and changing political landscapes. We hope that after you read this strategic framework you will want to ask questions, give us feedback, and seek opportunities for collaboration. This work cannot be done alone and we look forward to hearing your thoughts.

**Thank you for your continued support and we look forward to the next five years of growth.**

**SAMANTHA GLADU**, Executive Director

**SANNE STIENSTRA**, Next Up Board Chair

**COURTNEY GRAHAM**, Next Up Action Fund Board Chair

# WHO WE ARE

**WE ENVISION AN OREGON WHERE YOUNG PEOPLE BOLDLY LEAD THE STATE FORWARD, OUR DEMOCRACY IS INCLUSIVE AND ACCESSIBLE, AND OUR COMMUNITIES ARE STRONG AND RESILIENT.**

**NEXT UP** amplifies the voice and leadership of diverse young people to achieve a more just and equitable Oregon.

**NEXT UP ACTION FUND** engages the next generation of Oregon’s leaders to build political power and fight for a more just and equitable Oregon.

## NEXT UP BOARD

Sanne Stienstra, Chair  
 Zoe Bluffstone, Secretary  
 Wlinsvey Campos, Treasurer  
 Amanda Squiemphen-Yazzie  
 Auna Castellón  
 Amira Tripp-Folsom  
 Gabrielle Cosey  
 Hannah Alzgal  
 Jonathan Frochtzwajg  
 Kenya Juarez  
 Mahala Ray

Our Next Up Board of Directors provides oversight and support to our work. The Next Up Board is comprised of 11 people ranging in age from 17-34, is 90% women, 64% BIPOC (Black, Indigenous, People of Color), and 20% LGBTQ.

## NEXT UP ACTION FUND BOARD

Courtney Graham, Chair  
 Hayden Miller, Secretary  
 Jonathan Frochtzwajg, Treasurer  
 Amanda Squiemphen-Yazzie  
 Hannah Alzgal  
 José Luis Jimenez  
 Kenya Juarez  
 Mahala Ray  
 Robin Ye  
 Sanne Stienstra  
 Wlinsvey Campos  
 Zoe Bluffstone

Our Next Up Action Fund Board of Directors are 12 people with a richness of experience, ranging in age from 23-34. The Next Up Action Fund board is 66% women, 50% people of color, and 33% LGBTQ.

# GOAL #1

## ENSURE THAT OUR VALUES OF JUSTICE AND ANTI-OPPRESSION ARE WOVEN INTO EVERY ASPECT OF NEXT UP'S WORK AND CULTURE



### INTERNAL POLICIES & CULTURE

- Become a strong multicultural organization, centered on anti-racism, anti-oppression, and mutual solidarity that withstands staff and leadership transitions
- Incorporate diversity, equity, and inclusion in our values, program evaluation, and prioritize investments that help us strengthen our analysis of undoing racism and dismantling white supremacy culture
- Document and share our work with the public, with the knowledge that it will be helpful to future generations of organizational leadership and in transitions
- Implement evaluation practices with all volunteer leaders, fellows, staff, and for large events, which gauge our effectiveness, retention, and inclusion and have an intentional system of follow up with staff

### BUILDING ALIGNMENT WITH PARTNERS

- Create and cultivate intentional partnerships with communities of color, engaging in mutual learning, collaboration, and bold transformation of our sector

- Be a leader in our progressive community in the area of making investments in building shared language around systems of oppression, anti-oppression, and anti-racism
  - Use our social and political capital to ensure that other organizations and white leaders are investing in undoing racism and developing a network wide language and analysis around anti-oppression and anti-racism

### STAFF & BOARD LEADERSHIP

- Young leaders from backgrounds underrepresented in political organizing should be leading our decision making
- Develop an organizational commitment and processes to intentionally onboard and develop staff and board directors, to give the skills and confidence needed to overcome imposter syndrome and structures of oppression that have historically kept leadership structures white and wealthy

# GOAL #2

## STRENGTHEN ORGANIZATIONAL INFRASTRUCTURE AND CAPACITY TO ENSURE GROWTH AND SUSTAINABILITY FOR THE NEXT 20 YEARS



### GROW OUR BUDGET TO SUPPORT OUR WORK, WHILE MAINTAINING AT LEAST 3 MONTHS OF OPERATING CAPITAL BY BUILDING A STRONG BASE OF FOUNDATION FUNDING, ENGAGING INDIVIDUAL DONORS, AND THROWING FANTASTIC PARTIES

- Establish meaningful and functional systems for donor stewardship, including communication systems, frequent appreciation, and meaningful, fun events
- Improve our prospecting game, involving all staff, board, and our communities in the search and cultivation of foundations, major donors, events, and monthly sustainers
- Share our story loud and proud and highlight our accomplishments to bring in more funding; cultivate board, staff, and volunteer leaders to celebrate our victories and share them
- Cultivate financial support that lends toward scaled reach and expansion

### DEVELOP STRONG FINANCIAL LITERACY AMONG STAFF, BOARD, AND KEY VOLUNTEER LEADERS

- Provide training for board and staff about how to read financial statements
- Collaboratively create budget, budget amendments, and funding priorities with board, staff and key volunteer leaders
- Involve our base in our fundraising goals

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### GROW AND DEVELOP STAFF TO ADVANCE ORGANIZATIONAL GOALS WHILE CARING FOR OUR EMPLOYEES

- Increase FTE to effectively implement our programs, fundraise, and facilitate professional, efficient operations
- Maintain commitment to providing staff with equitable pay and benefits, opportunities for professional development, and an empathetic and supportive workplace culture. Next Up will prioritize the well-being of staff in making decisions about organizational growth

# GOAL #3

## DEVELOP, CHAMPION, AND STRENGTHEN BOLD YOUTH-LED MOVEMENTS WORKING TOWARD A MORE EQUITABLE OREGON



### DEVELOP BOLD LEADERS: SHIFT POWER AND BROADEN THE LEADERSHIP PIPELINE, OPENING DOORS FOR MORE PEOPLE OF COLOR, WOMEN, IMMIGRANTS AND REFUGEES, LGBTQIA+, AND LOW- INCOME YOUTH TO BECOME PUBLIC SERVICE LEADERS

- Sustain, build, and facilitate year-round cohorts of diverse young adult leaders (ages 14-35) who mobilize with their peers throughout the state to change policy, systems, and institutional practice by way of organizing
- Train multicultural young people to be public interest leaders, serving on boards, commissions, organizations, and in elected office
- Continue to build and refine systems of volunteer engagement and management that ensure that we are retaining, celebrating and developing our youth volunteer leaders and centering them in organizational leadership

### MOBILIZE YOUNG VOTERS: AMPLIFY YOUNG PEOPLE'S VOICES IN POLITICS BY USING OUR PROVEN HOLISTIC ORGANIZING MODEL TOWARD COLLECTIVE ACTION THAT BUILDS A MORE INCLUSIVE MOVEMENT FOR A JUST DEMOCRACY

- Engage youth in politics through cultural and transformational organizing, which will inspire them to turnout to vote (and inspire lifelong engagement on the issues they care about)
- Consistently be in the top 5 for youth turnout in national elections, making Oregon a place where elected officials are accountable to young people and the political power of young people is fully recognized
- Connect young people with voting rights and systems change as a central passion, by defending and expanding voting rights
- Grow political literacy among youth, ensuring that they know their own political power to transform their communities
- Achieve voter registration parity for younger generations, and work with partner organizations to achieve voter registration parity of communities of color

**ACHIEVE SYSTEMS CHANGE:**  
DISMANTLE THE STRUCTURAL BARRIERS THAT OUR GENERATIONS ARE FACING, AND PASS POLICIES MAKING IT EASIER TO BUILD REPRESENTATIVE DEMOCRACY WHERE OUR LEADERSHIP REFLECTS THE COMMUNITIES SERVED, AND ENSURE THAT YOUNG PEOPLE LEAD THE WAY

- Continue to push the boundaries of what is realistic, acceptable, or achievable for Oregon’s future by championing innovative public policies that advance racial, gender, economic and environmental justice for the next generation
- Lend resources, time, and collaboration toward efforts that advance racial, economic, and gender justice; we’ll prioritize working with people of color-led organizations, organizations/groups dedicated to anti-racist work, and underrepresented constituencies
- Establish, implement and continuously evaluate systems and processes to ensure constant feedback and guidance from young people on flagship policy changes and campaigns
- Manage and maintain relationships with lawmakers and other elected officials at all levels of the political systems; identify and cultivate progressive champions whose priorities align with Next Up’s mission and vision
- Strengthen the pipeline for young progressive leaders to be trained for office and win

**INCREASE REPRESENTATION FOR DIVERSE YOUNG PEOPLE:**  
BUILD HUBS OF YOUNG PEOPLE THROUGHOUT THE STATE WHO ARE ABLE TO MOBILIZE, GROW, AND ADVOCATE

- Intentionally cultivate young people in areas where political representation is not satisfactory, so that we can achieve systems change across the state
- Increase representation of young people throughout leadership bodies of local jurisdictions
- Ensure that diverse young people are well represented; as our state’s demographics change so should our leadership bodies
- Change the culture so that youth leadership transcends the urban rural divide and increase cultural agility among different communities

